

Form **990**Department of the Treasury  
Internal Revenue Service**Return of Organization Exempt From Income Tax**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

▶ The organization may have to use a copy of this return to satisfy state reporting requirements

OMB No 1545-0047

**2004**Open to Public  
Inspection**A** For the 2004 calendar year, or tax year beginning

and ending

**B** Check if applicable

- ☐ Address change  
☐ Name change  
☐ Initial return  
☐ Final return  
☐ Amended return  
☐ Application pending

Please use IRS label or print or type See Specific Instructions

**C** Name of organization

Institute for Legal Reform

Number and street (or P O box if mail is not delivered to street address)

1615 H Street NW

City or town, state or country, and ZIP + 4

Washington, DC 20062

**D** Employer identification number

52-2109035

**E** Telephone number

202-463-5590

**F** Accounting method: ☐ Cash ☒ Accrual  
☐ Other (specify) ▶

• Section 501(c)(3) organizations and 4947(a)(1) nonexempt charitable trusts must attach a completed Schedule A (Form 990 or 990-EZ).

**H and I are not applicable to section 527 organizations.****H(a)** Is this a group return for affiliates? ☐ Yes ☒ No**H(b)** If "Yes," enter number of affiliates ▶**H(c)** Are all affiliates included? **N/A** ☐ Yes ☐ No  
(If "No," attach a list)**H(d)** Is this a separate return filed by an organization covered by a group ruling? ☐ Yes ☒ No**I** Group Exemption Number ▶**M** Check ☐ if the organization is **not** required to attach Sch. B (Form 990, 990-EZ, or 990-PF)**G** Website: ▶ **www.legalreformnow.com****J** Organization type (check only one) ▶ ☒ 501(c) ( 6 ) ◀ (insert no ) ☐ 4947(a)(1) or ☐ 527**K** Check here ☐ if the organization's gross receipts are normally not more than \$25,000. The organization need not file a return with the IRS, but if the organization received a Form 990 Package in the mail, it should file a return without financial data. **Some states require a complete return.****L** Gross receipts Add lines 6b, 8b, 9b, and 10b to line 12 ▶

38294908.

**Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances**

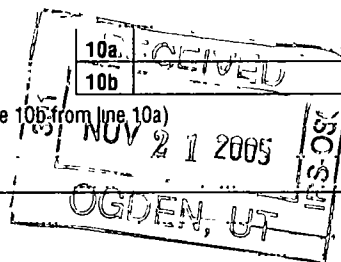
Revenue	<b>1</b> Contributions, gifts, grants, and similar amounts received			
	<b>a</b> Direct public support	<b>1a</b>	37295397.	
	<b>b</b> Indirect public support	<b>1b</b>	999511.	
	<b>c</b> Government contributions (grants)	<b>1c</b>		
	<b>d</b> Total (add lines 1a through 1c) (cash \$ 38294908. noncash \$ )	<b>1d</b>	38294908.	
	<b>2</b> Program service revenue including government fees and contracts (from Part VII, line 93)	<b>2</b>		
	<b>3</b> Membership dues and assessments	<b>3</b>		
	<b>4</b> Interest on savings and temporary cash investments	<b>4</b>		
	<b>5</b> Dividends and interest from securities	<b>5</b>		
	<b>6a</b> Gross rents	<b>6a</b>		
<b>b</b> Less rental expenses	<b>6b</b>			
<b>c</b> Net rental income or (loss) (subtract line 6b from line 6a)	<b>6c</b>			
<b>7</b> Other investment income (describe ▶ )	<b>7</b>			
Revenue	<b>8a</b> Gross amount from sales of assets other than inventory	(A) Securities	<b>8a</b>	
	<b>b</b> Less cost or other basis and sales expenses		<b>8b</b>	
	<b>c</b> Gain or (loss) (attach schedule)		<b>8c</b>	
	<b>d</b> Net gain or (loss) (combine line 8c, columns (A) and (B))		<b>8d</b>	
	<b>9</b> Special events and activities (attach schedule) If any amount is from gaming, check here <input type="checkbox"/>			
	<b>a</b> Gross revenue (not including \$ of contributions reported on line 1a)	<b>9a</b>		
	<b>b</b> Less direct expenses other than fundraising expenses	<b>9b</b>		
	<b>c</b> Net income or (loss) from special events (subtract line 9b from line 9a)	<b>9c</b>		
	<b>10a</b> Gross sales of inventory, less returns and allowances	<b>10a</b>		
	<b>b</b> Less cost of goods sold	<b>10b</b>		
<b>c</b> Gross profit or (loss) from sales of inventory (attach schedule) (subtract line 10b from line 10a)	<b>10c</b>			
<b>11</b> Other revenue (from Part VII, line 103)	<b>11</b>			
<b>12</b> Total revenue (add lines 1d, 2, 3, 4, 5, 6c, 7, 8d, 9c, 10c, and 11)	<b>12</b>	38294908.		
Expenses	<b>13</b> Program services (from line 44, column (B))	<b>13</b>		
	<b>14</b> Management and general (from line 44, column (C))	<b>14</b>		
	<b>15</b> Fundraising (from line 44, column (D))	<b>15</b>		
	<b>16</b> Payments to affiliates (attach schedule)	<b>16</b>		
	<b>17</b> Total expenses (add lines 16 and 44, column (A))	<b>17</b>	37432618.	
	<b>18</b> Excess or (deficit) for the year (subtract line 17 from line 12)	<b>18</b>	862290.	
	<b>19</b> Net assets or fund balances at beginning of year (from line 73, column (A))	<b>19</b>	13206368.	
	<b>20</b> Other changes in net assets or fund balances (attach explanation)	<b>20</b>	0.	
	<b>21</b> Net assets or fund balances at end of year (combine lines 18, 19, and 20)	<b>21</b>	14068658.	
	<b>Net Assets</b>			

423001  
01-13-05

LHA For Privacy Act and Paperwork Reduction Act Notice, see the separate instructions.

Form 990 (2004)

SCANNED DEC 13 2005



**Part II Statement of Functional Expenses**

All organizations must complete column (A) Columns (B), (C), and (D) are required for section 501(c)(3) and (4) organizations and section 4947(a)(1) nonexempt charitable trusts but optional for others

Page 2

Do not include amounts reported on line 6b, 8b, 9b, 10b, or 16 of Part I		(A) Total	(B) Program services	(C) Management and general	(D) Fundraising
22	Grants and allocations (attach schedule)				
	(cash \$ noncash \$)	22			
23	Specific assistance to individuals (attach schedule)	23			
24	Benefits paid to or for members (attach schedule)	24			
25	Compensation of officers, directors, etc	25	634742.		
26	Other salaries and wages	26	1181875.		
27	Pension plan contributions	27			
28	Other employee benefits	28	452817.		
29	Payroll taxes	29			
30	Professional fundraising fees	30	1000000.		
31	Accounting fees	31	18075.		
32	Legal fees	32	2563902.		
33	Supplies	33	38981.		
34	Telephone	34	34617.		
35	Postage and shipping	35	37163.		
36	Occupancy	36			
37	Equipment rental and maintenance	37	873.		
38	Printing and publications	38	66402.		
39	Travel	39	152451.		
40	Conferences, conventions, and meetings	40	78234.		
41	Interest	41			
42	Depreciation, depletion, etc (attach schedule)	42			
43	Other expenses not covered above (itemize)				
a		43a			
b		43b			
c		43c			
d		43d			
e	See Statement 1	43e	31172486.		
44	Total functional expenses (add lines 22 through 43) Organizations completing columns (B)-(D), carry these totals to lines 13-15	44	37432618.		

Joint Costs. Check ☐ if you are following SOP 98-2

Are any joint costs from a combined educational campaign and fundraising solicitation reported in (B) Program services?

☐ Yes ☒ No

If "Yes," enter (i) the aggregate amount of these joint costs \$ \_\_\_\_\_, (ii) the amount allocated to Program services \$ \_\_\_\_\_,

(iii) the amount allocated to Management and general \$ \_\_\_\_\_, and (iv) the amount allocated to Fundraising \$ \_\_\_\_\_

**Part III Statement of Program Service Accomplishments**What is the organization's primary exempt purpose? ☐ See Statement 2

All organizations must describe their exempt purpose achievements in a clear and concise manner. State the number of clients served, publications issued, etc. Discuss achievements that are not measurable (Section 501(c)(3) and (4) organizations and 4947(a)(1) nonexempt charitable trusts must also enter the amount of grants and allocations to others.)

**Program Service Expenses**  
(Required for 501(c)(3) and (4) orgs., and 4947(a)(1) trusts, but optional for others.)**a** Create and maintain public support for legal reform, including building alliances with groups and organizations to advance the legal reform agenda.

(Grants and allocations \$ \_\_\_\_\_)

**b** Research on the impact of the legal system on the economy.

(Grants and allocations \$ \_\_\_\_\_)

**c** Ensure enactment of common sense legal reform legislation and promote the selection of pro-legal reform judges and other public officials.

(Grants and allocations \$ \_\_\_\_\_)

**d** \_\_\_\_\_

(Grants and allocations \$ \_\_\_\_\_)

**e** Other program services (attach schedule) (Grants and allocations \$ \_\_\_\_\_)**f** Total of Program Service Expenses (should equal line 44, column (B), Program services)

**Part IV Balance Sheets**

As Amended

**Note:** Where required, attached schedules and amounts within the description column should be for end-of-year amounts only.

		(A) Beginning of year	(B) End of year
<b>Assets</b>	45 Cash - non-interest-bearing		45
	46 Savings and temporary cash investments		46
	47 a Accounts receivable	47a 7360708.	
	b Less allowance for doubtful accounts	47b	47c 7360708.
	48 a Pledges receivable	48a 7168750.	
	b Less allowance for doubtful accounts	48b 462000.	48c 6706750.
	49 Grants receivable		49
	50 Receivables from officers, directors, trustees, and key employees		50
	51 a Other notes and loans receivable	51a	
	b Less allowance for doubtful accounts	51b	51c
	52 Inventories for sale or use		52
	53 Prepaid expenses and deferred charges		53 1200.
	54 Investments - securities	► <input type="checkbox"/> Cost <input type="checkbox"/> FMV	54
	55 a Investments - land, buildings, and equipment, basis	55a	
	b Less accumulated depreciation	55b	55c
56 Investments - other		56	
57 a Land, buildings, and equipment basis	57a		
b Less accumulated depreciation	57b	57c	
58 Other assets (describe ► )		58	
59 <b>Total assets</b> (add lines 45 through 58) (must equal line 74)	13206368.	59 14068658.	
<b>Liabilities</b>	60 Accounts payable and accrued expenses		60
	61 Grants payable		61
	62 Deferred revenue		62
	63 Loans from officers, directors, trustees, and key employees		63
	64 a Tax-exempt bond liabilities		64a
	b Mortgages and other notes payable		64b
	65 Other liabilities (describe ► )		65
66 <b>Total liabilities</b> (add lines 60 through 65)	0.	66 0.	
<b>Net Assets or Fund Balances</b>	Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 67 through 69 and lines 73 and 74		
	67 Unrestricted	8838368.	67 6900658.
	68 Temporarily restricted	4368000.	68 7168000.
	69 Permanently restricted		69
	Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 70 through 74		
	70 Capital stock, trust principal, or current funds		70
	71 Paid-in or capital surplus, or land, building, and equipment fund		71
	72 Retained earnings, endowment, accumulated income, or other funds		72
	73 <b>Total net assets or fund balances</b> (add lines 67 through 69 or lines 70 through 72, column (A) must equal line 19, column (B) must equal line 21)	13206368.	73 14068658.
	74 <b>Total liabilities and net assets / fund balances</b> (add lines 66 and 73)	13206368.	74 14068658.

Form 990 is available for public inspection and, for some people, serves as the primary or sole source of information about a particular organization. How the public perceives an organization in such cases may be determined by the information presented on its return. Therefore, please make sure the return is complete and accurate and fully describes, in Part III, the organization's programs and accomplishments.

**Part IV-A Reconciliation of Revenue per Audited Financial Statements with Revenue per Return**

a	Total revenue, gains, and other support per audited financial statements	a	40703577.
b	Amounts included on line a but not on line 12, Form 990		
(1)	Net unrealized gains on investments \$		
(2)	Donated services and use of facilities \$		
(3)	Recoveries of prior year grants \$		
(4)	Other (specify): Stmt 3 \$ 2408669.		
	Add amounts on lines (1) through (4)	b	2408669.
c	Line a minus line b	c	38294908.
d	Amounts included on line 12, Form 990 but not on line a:		
(1)	Investment expenses not included on line 6b, Form 990 \$		
(2)	Other (specify) \$		
	Add amounts on lines (1) and (2)	d	0.
e	Total revenue per line 12, Form 990 (line c plus line d)	e	38294908.

**Part IV-B Reconciliation of Expenses per Audited Financial Statements with Expenses per Return**

a	Total expenses and losses per audited financial statements	a	39565341.
b	Amounts included on line a but not on line 17, Form 990:		
(1)	Donated services and use of facilities \$		
(2)	Prior year adjustments reported on line 20, Form 990 \$		
(3)	Losses reported on line 20, Form 990 \$		
(4)	Other (specify): Stmt 4 \$ 2132723.		
	Add amounts on lines (1) through (4)	b	2132723.
c	Line a minus line b	c	37432618.
d	Amounts included on line 17, Form 990 but not on line a:		
(1)	Investment expenses not included on line 6b, Form 990 \$		
(2)	Other (specify) \$		
	Add amounts on lines (1) and (2)	d	0.
e	Total expenses per line 17, Form 990 (line c plus line d)	e	37432618.

**Part V List of Officers, Directors, Trustees, and Key Employees** (List each one even if not compensated)

(A) Name and address	(B) Title and average hours per week devoted to position	(C) Compensation (If not paid, enter -0-)	(D) Contributions to employee benefit plans & deferred compensation	(E) Expense account and other allowances
Thomas Donohue 1615 H ST NW Washington, DC 20062-2000	Chief Executive Officer	1 0.	0.	0.
Stan Anderson 1615 H ST NW Washington, DC 20062-2000	Chief Operating Officer	20 0.	0.	0.
Lisa Rickard 1615 H ST NW Washington, DC 20062-2000	President	40 535506.	18009.	0.
Stan Harrell 1615 H ST NW Washington, DC 20062-2000	Treasurer	1 0.	0.	0.
Judy Richmond 1615 H ST NW Washington, DC 20062-2000	Secretary	1 0.	0.	0.
Robin Conrad 1615 H ST NW Washington, DC 20062-2000	Assistant Secretary	20 99236.	7135.	0.
See attached list of uncompensated board members		0.	0.	0.

75 Did any officer, director, trustee, or key employee receive aggregate compensation of more than \$100,000 from your organization and all related organizations, of which more than \$10,000 was provided by the related organizations? If "Yes," attach schedule ☒ Yes ☐ No

**Part VI Other Information**

		Yes	No
76	Did the organization engage in any activity not previously reported to the IRS? If "Yes," attach a detailed description of each activity		X
77	Were any changes made in the organizing or governing documents but not reported to the IRS? If "Yes," attach a conformed copy of the changes.	X	
78 a	Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return?		X
b	If "Yes," has it filed a tax return on Form 990-T for this year?		
79	Was there a liquidation, dissolution, termination, or substantial contraction during the year? If "Yes," attach a statement		X
80 a	Is the organization related (other than by association with a statewide or nationwide organization) through common membership, governing bodies, trustees, officers, etc., to any other exempt or nonexempt organization?	X	
b	If "Yes," enter the name of the organization <u>See Statement 5</u> and check whether it is <input type="checkbox"/> exempt or <input type="checkbox"/> nonexempt		
81 a	Enter direct or indirect political expenditures. See line 81 instructions		
b	Did the organization file Form 1120-POL for this year? <u>See Statement 7</u>		X
82 a	Did the organization receive donated services or the use of materials, equipment, or facilities at no charge or at substantially less than fair rental value?		X
b	If "Yes," you may indicate the value of these items here. Do not include this amount as revenue in Part I or as an expense in Part II (See instructions in Part III)		
83 a	Did the organization comply with the public inspection requirements for returns and exemption applications?	X	
b	Did the organization comply with the disclosure requirements relating to quid pro quo contributions?	X	
84 a	Did the organization solicit any contributions or gifts that were not tax deductible?	X	
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	X	
85	501(c)(4), (5), or (6) organizations. a Were substantially all dues nondeductible by members?		X
b	Did the organization make only in-house lobbying expenditures of \$2,000 or less? If "Yes" was answered to either 85a or 85b, do not complete 85c through 85h below unless the organization received a waiver for proxy tax owed for the prior year		X
c	Dues, assessments, and similar amounts from members	85c	38294908.
d	Section 162(e) lobbying and political expenditures	85d	24536007.
e	Aggregate nondeductible amount of section 6033(e)(1)(A) dues notices	85e	25242008.
f	Taxable amount of lobbying and political expenditures (line 85d less 85e)	85f	-706001.
g	Does the organization elect to pay the section 6033(e) tax on the amount on line 85f?		N/A
h	If section 6033(e)(1)(A) dues notices were sent, does the organization agree to add the amount on line 85f to its reasonable estimate of dues allocable to nondeductible lobbying and political expenditures for the following tax year?		N/A
86	501(c)(7) organizations. Enter a Initiation fees and capital contributions included on line 12	86a	N/A
b	Gross receipts, included on line 12, for public use of club facilities	86b	N/A
87	501(c)(12) organizations. Enter a Gross income from members or shareholders	87a	N/A
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)	87b	N/A
88	At any time during the year, did the organization own a 50% or greater interest in a taxable corporation or partnership, or an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Part IX	88	X
89 a	501(c)(3) organizations. Enter: Amount of tax imposed on the organization during the year under section 4911 <u>N/A</u> , section 4912 <u>N/A</u> , section 4955 <u>N/A</u>		
b	501(c)(3) and 501(c)(4) organizations. Did the organization engage in any section 4958 excess benefit transaction during the year or did it become aware of an excess benefit transaction from a prior year? If "Yes," attach a statement explaining each transaction		N/A
c	Enter: Amount of tax imposed on the organization managers or disqualified persons during the year under sections 4912, 4955, and 4958		N/A
d	Enter: Amount of tax on line 89c, above, reimbursed by the organization		N/A
90 a	List the states with which a copy of this return is filed <u>District of Columbia</u>		
b	Number of employees employed in the pay period that includes March 12, 2004	90b	0
91	The books are in care of <u>Stan Harrell</u> Telephone no <u>202-463-5590</u>		

Located at 1615 H St NW, Washington, DCZIP + 4 20062-200092 Section 4947(a)(1) nonexempt charitable trusts filing Form 990 in lieu of Form 1041- Check here  
and enter the amount of tax-exempt interest received or accrued during the tax year

92 N/A

**Part VII Analysis of Income-Producing Activities** (See page 33 of the instructions)

Note: Enter gross amounts unless otherwise indicated.

	Unrelated business income		Excluded by section 512, 513, or 514		(E) Related or exempt function income
	(A) Business code	(B) Amount	(C) Exclu- sion code	(D) Amount	
<b>93</b> Program service revenue					
a					
b					
c					
d					
e					
f Medicare/Medicaid payments					
g Fees and contracts from government agencies					
<b>94</b> Membership dues and assessments					
<b>95</b> Interest on savings and temporary cash investments					
<b>96</b> Dividends and interest from securities					
<b>97</b> Net rental income or (loss) from real estate:					
a debt-financed property					
b not debt-financed property					
<b>98</b> Net rental income or (loss) from personal property					
<b>99</b> Other investment income					
<b>100</b> Gain or (loss) from sales of assets other than inventory					
<b>101</b> Net income or (loss) from special events					
<b>102</b> Gross profit or (loss) from sales of inventory					
<b>103</b> Other revenue:					
a					
b					
c					
d					
e					
<b>104</b> Subtotal (add columns (B), (D), and (E))		0.		0.	0.
<b>105</b> Total (add line 104, columns (B), (D), and (E))					0.

Note: Line 105 plus line 1d, Part I, should equal the amount on line 12, Part I.

**Part VIII Relationship of Activities to the Accomplishment of Exempt Purposes** (See page 34 of the instructions)

Line No.	Explain how each activity for which income is reported in column (E) of Part VII contributed importantly to the accomplishment of the organization's exempt purposes (other than by providing funds for such purposes)
▼	

**Part IX Information Regarding Taxable Subsidiaries and Disregarded Entities** (See page 34 of the instructions)

(A) Name, address, and EIN of corporation, partnership, or disregarded entity	(B) Percentage of ownership interest	(C) Nature of activities	(D) Total income	(E) End-of-year assets
Madison County	%	Newspaper		
Record - 301 N Main	%	publishing on legal		
St, Edwardsville, IL	%	reform issues		
62025 - 20-1452063	100%		3966.	3899.

**Part X Information Regarding Transfers Associated with Personal Benefit Contracts** (See page 34 of the instructions)

(a) Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? ☐ Yes ☒ No

(b) Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? ☐ Yes ☒ No

Note: If "Yes" to (b), file Form 8870 and Form 4720 (see instructions).

Please Sign Here	Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.	
	Signature of officer <i>Stan M. Harrell</i>	Date 11/15/05
Paid Preparer's Use Only	Type or print name and title Stan M Harrell, SVP, CFO & CIO	
	Preparer's signature <i>Jennifer Rhoderick</i>	Date 11-14-05
423161 01-13-05	Firm's name (or yours if self-employed), address, and ZIP + 4 Ernst and Young 8484 Westpark Drive McLean, VA 22102	Preparer's SSN or PTIN EIN Phone no 703-747-1000

Form 8868 (Rev. 12-2004)

Page 2

- If you are filing for an **Additional (not automatic) 3-Month Extension**, complete only Part II and check this box ☒ **Note.** Only complete Part II if you have already been granted an automatic 3-month extension on a previously filed Form 8868.
- If you are filing for an **Automatic 3-Month Extension**, complete only Part I (on page 1).

**Part II Additional (not automatic) 3-Month Extension of Time—Must File Original and One Copy.**

Type or print	Name of Exempt Organization <b>Institute for Legal Reform</b>	Employer identification number <b>52 : 2109035</b>
File by the extended due date for filing the return. See instructions	Number, street, and room or suite no. If a P.O. box, see instructions. <b>1315 H St NW</b>	For IRS use only
	City, town or post office, state, and ZIP code For a foreign address, see instructions. <b>Washington, DC 20062</b>	

Check type of return to be filed (File a separate application for each return):

- |  |   |                                    |
|--|---|------------------------------------|
| <input checked="" type="checkbox"/> Form 990 | <input type="checkbox"/> Form 990-T (sec. 401(a) or 408(a) trust) | <input type="checkbox"/> Form 5227 |
| <input type="checkbox"/> Form 990-BL         | <input type="checkbox"/> Form 990-T (trust other than above)      | <input type="checkbox"/> Form 6069 |
| <input type="checkbox"/> Form 990-EZ         | <input type="checkbox"/> Form 1041-A                              | <input type="checkbox"/> Form 8870 |
| <input type="checkbox"/> Form 990-PF         | <input type="checkbox"/> Form 4720                                |                                    |

**STOP: Do not complete Part II if you were not already granted an automatic 3-month extension on a previously filed Form 8868.**

- The books are in the care of **Stan Harrell**  
Telephone No. **( 202 ) 463-5531** FAX No. **( 202 ) 463-5311**
- If the organization does not have an office or place of business in the United States, check this box ☐
- If this is for a **Group Return**, enter the organization's four digit Group Exemption Number (GEN) \_\_\_\_\_ If this is for the **whole group**, check this box ☐. If it is for **part of the group**, check this box ☐ and attach a list with the names and EINs of all members the extension is for.

- 4 I request an additional 3-month extension of time until **November 15, 2005**
- 5 For calendar year **2004**, or other tax year beginning \_\_\_\_\_, 20\_\_\_\_, and ending \_\_\_\_\_, 20\_\_\_\_
- 6 If this tax year is for less than 12 months, check reason: ☐ Initial return ☐ Final return ☐ Change in accounting period
- 7 State in detail why you need the extension **We need additional time to gather the required information to file a complete and accurate return.**
- 8a If this application is for Form 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See Instructions \_\_\_\_\_
- b If this application is for Form 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit and any amount paid previously with Form 8868 \_\_\_\_\_
- c **Balance Due.** Subtract line 8b from line 8a. Include your payment with this form, or, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions. \$ \_\_\_\_\_

**Signature and Verification**

Under penalties of perjury, I declare that I have examined this form, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete, and that I am authorized to prepare this form.

Signature **Stan M. Harrell** Title **SVP, CFO & CIO** Date **8/04/05****Notice to Applicant—To Be Completed by the IRS**

- ☐ We have approved this application. Please attach this form to the organization's return.
- ☐ We have not approved this application. However, we have granted a 10-day grace period from the later of the date shown below or the due date of the organization's return (including any prior extensions). This grace period is considered to be a valid extension of time for elections otherwise required to be made on a timely return. Please attach this form to the organization's return.
- ☐ We have not approved this application. After considering the reasons stated in item 7, we cannot grant your request for an extension of time to file. We are not granting a 10-day grace period.
- ☐ We cannot consider this application because it was filed after the extended due date of the return for which an extension was requested.
- ☐ Other \_\_\_\_\_

Director \_\_\_\_\_ Date \_\_\_\_\_

**Alternate Mailing Address** — Enter the address if you want the copy of this application for an additional 3-month extension returned to an address different than the one entered above.

Type or print	Name	
	Number and street (include suite, room, or apt. no.) or a P.O. box number	<b>AUG 24 2005</b>
	City or town, province or state, and country (including postal or ZIP code)	<b>EXTENSION APPROVED</b> <b>SUBMISSION PROCESSING, U.S.</b>

Form 990	Other Expenses			Statement	1
Description	(A) Total	(B) Program Services	(C) Management and General	(D) Fundraising	
Advertising	3768114.				
Consulting	7803161.				
Professional Dues & Subscriptions	95145.				
Administrative Support Services	154119.				
Contributions	19104947.				
Bad Debt Expense	247000.				
Total to Fm 990, ln 43	31172486.				

Form 990	Statement of Organization's Primary Exempt Purpose Part III	Statement	2
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Explanation

Promotes civil justice reform through legislative, political, judicial, and educational activities at both the national and local levels.

Form 990	Other Revenue Not Included on Form 990	Statement	3
Description	Amount		
Revenue from Affiliates	2408669.		
Total to Form 990, Part IV-A	2408669.		

Form 990	Other Expenses Not Included on Form 990	Statement	4
Description	Amount		
Expenses from Affiliates	2132722.		
Rounding	1.		
Total to Form 990, Part IV-B	2132723.		



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Form 990	Identification of Related Organizations	Statement	5
	Part VI, Line 80b		

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<u>Name of Organization</u>	<u>Exempt</u>	<u>NonExempt</u>
National Chamber Litigation Center	X	
National Chamber Foundation	X	
Chamber of Commerce of the USA	X	
Center for Workforce Preparation	X	
Coalition for Reform	X	
US Chamber Foundation for Legal Reform	X	
Center for Corporate Citizenship	X	
National Mass Action Defense Reform Coalition	X	

**STATEMENT 6****Institute For Legal Reform    EIN: 52-2109035****Form 990 Part V Item 75**

Name	Related Organization	Compensation		Contribution to Plans
Thomas Donohue	US Chamber of Commerce	1,809,231	*	19,487
Stan Anderson	US Chamber of Commerce	100,000	**	-
Stan Harrell	US Chamber of Commerce	314,465		22,296
Judy Richmond	US Chamber of Commerce	136,960		7,262
Robin Conrad	National Chamber Litigation Center	99,236		7,135

*\* In addition to the reported compensation, the organization provided to the employee certain supplemental retirement benefits. These benefits were computed on the basis of the employee's total compensation, less the maximum amount of compensation that may be considered under a tax-qualified retirement plan. These benefits provide retirement income for an accumulated 19-year service period in accordance with the employee's employment contract. It should be noted that the parties agreed that no additional supplemental retirement benefits would be earned from and after January 1, 2004. For the 19-year period of employment ended December 31, 2003, the organization incurred an obligation to provide a total supplemental retirement benefit, the lump-sum present value of which was reported on the organization's Form 990 for the year 2003. The entire benefit became vested in 2004 and was taxed to the employee in 2004. The organization decided to pay this benefit in two payments: the first on January 29, 2004 in the amount of \$4,956,227, and the second on a future date agreed to by the organization and the employee with interest fixed at the prime rate.*

*\*\* In addition to the reported amount, the US Chamber of Commerce paid \$504,167 to McDermott, Will & Emery, PO Box 7247-6751, Philadelphia, Pennsylvania 19170-6751, for various services provided by this individual and other support. The organization is not privy to the exact amount of the compensation paid to the individual. Also, the US Chamber of Commerce paid \$60,000 to Global USA, Inc., 2121 K Street NW, Suite 650, Washington, DC 20037, for various services provided by this individual. The organization is not privy to the exact amount of the compensation paid to the individual.*

**Institute For Legal Reform**  
**Statement 7**  
**Form 990 Part VI Item 81b**  
**EIN: 52-2109035**

ILR did not have to file an 1120 POL because ILR had no interest or investment income.

**Institute For Legal Reform**  
**Statement 8**  
**Form 990 Part VI Item 90b**  
**EIN: 52-2109035**

Have consolidated payroll where all employees are employees of an affiliated organization, the Chamber of Commerce of the USA. The salaries expense is the portion chargeable to ILR.

As of 12/12/04

**DIRECTORS OF THE  
U.S. CHAMBER INSTITUTE FOR LEGAL REFORM  
2004**

**Chairman**

Mr. Samuel K. Skinner  
1615 H Street, NW  
Washington, DC 20062

Mr. John J. Degnan  
1615 H Street, NW  
Washington, DC 20062

**Chief Executive Officer**

Mr. Thomas J. Donohue  
1615 H Street, NW  
Washington, DC 20062

Mr. Brackett B. Denniston III  
1615 H Street, NW  
Washington, DC 20062

**Chief Operating Officer**

Mr. Stanton D. Anderson  
1615 H Street, NW  
Washington, DC 20062

Mr. Dwight Evans  
1615 H Street, NW  
Washington, DC 20062

Mr. Charles W. Gerds, III  
1615 H Street, NW  
Washington, DC 20062

**President**

Ms. Lisa A. Rickard  
1615 H Street, NW  
Washington, DC 20062

Dr. Thomas M. Gorrie  
1615 H Street, NW  
Washington, DC 20062

Mr. William F. Aldinger  
1615 H Street, NW  
Washington, DC 20062

Mr. Thomas A. Gottschalk  
1615 H Street, NW  
Washington, DC 20062

Mr. Patrick S. Baird  
1615 H Street, NW  
Washington, DC 20062

Mr. Maurice R. Greenberg  
1615 H Street, NW  
Washington, DC 20062

Mr. James E. Barrett  
1615 H Street, NW  
Washington, DC 20062

Mr. James H. Hance, Jr.  
1615 H Street, NW  
Washington, DC 20062

Mr. Steve Bartlett  
1615 H Street, NW  
Washington, DC 20062

Mr. Allen Hill  
1615 H Street, NW  
Washington, DC 20062

Mr. John Castellani  
1615 H Street, NW  
Washington, DC 20062

Mr. Gerald M. Howard  
1615 H Street, NW  
Washington, DC 20062

Mr. Louis L. Hoynes  
1615 H Street, NW  
Washington, DC 20062

Ms. Laura J. Schumacher  
1615 H Street, NW  
Washington, DC 20062

Mr. Tom Hyde  
1615 H Street, NW  
Washington, DC 20062

Mr. Ed Stratemeier  
1615 H Street, NW  
Washington, DC 20062

Mr. Francis A. Keating II  
1615 H Street, NW  
Washington, DC 20062

Mr. Lee M. Thomas  
1615 H Street, NW  
Washington, DC 20062

Mr. Jeffrey B. Kindler  
1615 H Street, NW  
Washington, DC 20062

Mr. Mark Treanor  
1615 H Street, NW  
Washington, DC 20062

Mr. Kent Knutson  
1615 H Street, NW  
Washington, DC 20062

Mr. James Turley  
1615 H Street, NW  
Washington, DC 20062

Ms. Connie Lewis-Lensing  
1615 H Street, NW  
Washington, DC 20062

Mr. David J. Lubben  
1615 H Street, NW  
Washington, DC 20062

Mr. Robert J. O'Connell  
1615 H Street, NW  
Washington, DC 20062

Mr. Robert W. Pike  
1615 H Street, NW  
Washington, DC 20062

Ms. Victoria P. Rostow  
1615 H Street, NW  
Washington, DC 20062

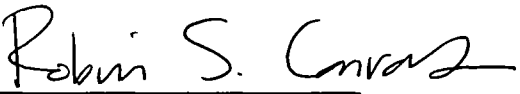
Mr. Edward B. Rust, Jr.  
1615 H Street, NW  
Washington, DC 20062

Mr. Arthur Ryan  
1615 H Street, NW  
Washington, DC 20062



TO WHOM IT MAY CONCERN:

The attached Bylaws for The Institute for Legal Reform are a true and correct copy of the current bylaws of The Institute for Legal Reform and reflect all amendments to the bylaws to date.

  
Robin Conrad, Assistant Secretary

**Bylaws of the  
U.S. Chamber Institute for Legal Reform**

Article I.

Board of Directors

Section 1. The following shall be the Bylaws of the above corporation, a non-profit corporation organized and operating under the laws of the Commonwealth of Virginia, hereinafter referred to as the "Institute."

Section 2. The property, affairs, and business of the Institute shall be managed by its Board of Directors; it shall exercise all powers not otherwise delegated by law, the Articles of Incorporation or these Bylaws.

Section 3. The initial Board of Directors shall be comprised of one (1) director, who shall elect his successor(s). The successor Boards of Directors shall be of variable size within the meaning of section 13.1-855(C) of the Virginia Corporations Code, and be comprised of no fewer than one (1) director and no greater than fifty (50). Provisions governing the election, suspension or removal of directors shall be determined herein or by resolution of the Board of Directors.

Section 4. Directors shall serve for a term of one (1) year expiring at the annual meeting following the date of his or her election, or when a successor has been duly elected and qualified, unless sooner terminated by death, disability, resignation or removal.

Section 5. Directors shall be elected at the annual meeting of the board unless the board shall otherwise provide.

Section 6. The place, date, time, and manner for the annual meeting of the Institute shall be determined by the Board of Directors. The purpose of the meeting shall be to elect directors and for the transaction of such other business as may properly be brought before the annual meeting.



Section 7. Special meetings of the Board of Directors shall be held at the place, date, time, and in the manner designated in the notice of said meeting, upon call of the Chairman of the Board of Directors, the Chief Executive Officer, or three or more directors, and the purpose for such meeting shall be stated in the notice. Voting on all matters, including the election or removal of directors or officers and the amendment of these Bylaws, may be conducted by mail, telephone, electronic means, or by fax.

Section 8. Notice concerning meetings of the Board of Directors, if in writing, shall be signed by an officer and a copy thereof shall be served either personally, by mail, or by fax. Notice may also be given by telephone or electronic means. Notice must be given not less than one (1) day before the meeting to each person entitled to vote at such meeting. No publication of notice of a meeting shall be required. No notice of an adjourned meeting need be given unless it shall be expressly required by statute. All meetings may be held without notice and without the lapse of any period of time, if at any time notice is waived by the person or persons entitled to said notice. Presence at a meeting constitutes waiver of notice.

Section 9. For the transaction of all business or any particular business, including the election of additional directors, a quorum shall be no fewer than one-third of the directors in office immediately before the meeting begins, as described in § 13.1-868 of the Virginia Code. The vote of a majority of the directors present at a meeting at which there is a quorum shall be the act of the Board of Directors, except as otherwise provided by statute, the Articles of Incorporation or these Bylaws.

Section 10. Meetings shall be presided over by the Chairman, or if he or she is not present, by the Chief Executive Officer, or if neither the Chairman nor the Chief Executive Officer is present, then an Acting Chairman shall be chosen by the directors. The Secretary of the Institute shall act as secretary of every meeting, but if the Secretary is not present, the Assistant Secretary shall act as secretary of the

meeting, and if not present the directors shall choose any person present to act as secretary of the meeting.

Section 11. At any regular or special meeting, each director shall vote in person, and not by proxy, and shall be entitled to only one vote. Only members of the Board of Directors are entitled to vote.

Section 12. In the case of a vacancy occurring in the Board of Directors by reason of death, resignation or otherwise, the remaining members may elect a successor for the unexpired term, at any regular or special meeting or by mail, electronic means, telephone or fax.

Section 13. The Board of Directors may, in its discretion, establish any committee, standing or special, subcommittee, board or agency as it deems necessary, which shall have and may exercise such powers as shall be conferred or authorized by the resolutions establishing them. Other advisory committees may be established, or terminated, by the Chairman of the Board or the Chief Executive Officer, provided that the Board of Directors may, in any instance, reserve to itself the sole authority to terminate such committees. Persons may be designated by the Chairman of the Board or the Chief Executive Officer as members of such advisory committees. The Board of Directors, by resolution adopted by a majority of the directors in office, may designate or appoint an Executive Committee, and the Chairman thereof, which shall consist of such number of directors, but not less than three (3), as the Board may specify and which shall have and exercise the power and authority of the Board of Directors in the management of the Institute between the meetings of the Board of Directors subject only to the restrictions and limitations, if any, as specified by resolution of the Board of Directors. With the exception of the Executive Committee, any other committee created pursuant to this section may be comprised of individuals who are not members of the Board of Directors. The Chairman, the Chief Executive Officer, the Chief Operating Officer and the President shall be members ex-officio of all committees. The Board of Directors shall have power at

any time to fill vacancies in, to change the membership of, or to discharge any such committee.

Section 14. Any director may resign at any time by giving written notice to the Board of Directors or to the designated officer. The Board of Directors may, by majority vote, remove any director without cause at any time.

Section 15. Directors as such shall not receive any compensation for their services as directors, but the Board may, by resolution, authorize reimbursement of expenses incurred in the performance of their duties. Such authorization may prescribe procedures for the approval and payment of such expenses by designated officers of the corporation. Nothing herein shall preclude a director from serving the corporation in any other capacity and receiving compensation for such services.

Section 16. In the event that any director who is also an employee of the Institute, the U.S. Chamber of Commerce, or any affiliate of the U.S. Chamber of Commerce, becomes terminated as such, he or she shall automatically be terminated from his or her position as a director of the Institute, unless the Board of Directors takes affirmative action to the contrary.

## Article II.

### Officers

Section 1. The Board of Directors shall elect a Chairman, Chief Executive Officer, Chief Operating Officer, President, Secretary, Assistant Secretary and Treasurer. In addition, there may be such other officers as may be designated from time to time by the Board of Directors, in accordance with these Bylaws. Only those officers who are Institute employees may be compensated for personal services actually rendered.

Section 2. The officers of the Institute shall be elected by a majority vote of the Board of Directors present at the annual meeting. Each such officer shall hold

office for a term of one year or until his or her successor shall have been duly elected. Any two or more offices may be held by the same individual, except those of President and Secretary. A vacancy in any office arising from any cause may be filled for the unexpired portion of the term by the Board of Directors. The Board of Directors may, by majority vote, remove any officer from office without cause.

Section 3. Any officer may resign at any time by giving written notice of such resignation to the Board of Directors or to the designated officer. Any such resignation shall take effect at the time specified therein, or if no time is so specified, upon its delivery or receipt, as the case may be; unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section 4. The Chairman of the Board shall preside over meetings of the Board of Directors. The Chairman shall be a member of the Board of Directors. His or her term shall be one year or until his or her successor shall have been duly elected, and his or her duties shall specifically be prescribed by resolution of the Board.

Section 5. The Chief Executive Officer shall be a member of the Board of Directors and perform such duties and exercise such powers as normally exercised by a chief Executive Officer and as from time to time may be assigned to him or her by these Bylaws or the Board of Directors.

Section 6. The Chief Operating Officer shall be a member of the Board of Directors, shall act in the absence of the Chief Executive Officer and shall perform such duties and exercise such powers as from time to time may be assigned to him or her by these bylaws, the Board of Directors or the Chief Executive Officer.

Section 7. The President shall report to the Chief Operating Officer and shall conduct the general and active management and direction of the Institute's daily business affairs. The President shall be a member of the Board of Directors. The President may sign, execute and deliver in the name of the Institute all deeds, mortgages, bonds, contracts and other instruments, except in cases where such signing, execution or delivery thereof shall be expressly otherwise delegated by the

Board of Directors, by these Bylaws or by law, and, in general, he or she shall perform all duties incident to the office of President and such other duties as may from time to time be assigned to him or her by these Bylaws or the Board of Directors.

Section 8. The Secretary shall have the powers and duties of a secretary of a corporation of the Commonwealth of Virginia. The Secretary shall be the custodian of the seal of the Institute and shall affix the seal to all such documents as may be required. He or she shall give notice of all meetings of the Directors in accordance with the provisions of these Bylaws and shall keep copies of the Bylaws available for inspection by the Board. In general, he or she shall perform all duties as may from time to time be required by the Board of Directors.

Section 9. The Assistant Secretary shall act in the absence of the Secretary and shall perform all duties as may from time to time be required by the Board of Directors.

Section 10. The Treasurer shall have the powers and duties of a treasurer of a corporation of the Commonwealth of Virginia. The Treasurer shall be authorized to collect all monies payable to the Institute, shall be charged with the care and custody of its funds and from such funds shall make disbursements as are necessary. He or she shall keep in detail all receipts and disbursements and shall report thereon at the request of the Board. In general, he or she shall perform all duties as may from time to time be required by the Board of Directors.

Section 11. The officers of the Institute shall each have such powers and duties as generally pertain to their respective offices under Virginia law, as well as such powers and duties as from time to time may be conferred by the Board of Directors.

Section 12. In the event that any officer who is also an employee of the Institute, the U.S. Chamber of Commerce, or any affiliate of the U.S. Chamber of Commerce, becomes terminated as such, he or she shall automatically be terminated from his or her position as an officer of the Institute, unless the Board of Directors takes affirmative action to the contrary.

### Article III.

#### Indemnification

Every individual who is, or shall be, or shall have been a director, or officer, or employee of the Institute, or his or her personal representative, shall be indemnified by the Institute against all costs and expenses reasonably incurred by or imposed upon him or her arising out of or proximately related to any action, suit or proceeding of the Institute or of any subsidiary or affiliate thereof, except in relation to such matters as to which he or she be finally adjudicated in such action, suit or proceeding to have acted in bad faith and to have been liable by reason of gross negligence in the performance of duty as such director or officer or employee. Costs and expenses shall include, but not be limited to, attorney's fees, damages and reasonable amounts paid in settlement.

### Article IV.

#### Amendments

The Bylaws of the Institute may be added to, rescinded, or amended or repealed by affirmative vote of a majority of the directors.